

NOTES AND REFERENCES

1. Because this total does not include jobs not covered by unemployment insurance it does not count the self-employed, whose occupations may or may not be located on industrial land. It also ignores workers outside the private sector (government employees), who make up about 16 percent of *total* Rhode Island employment.
2. Rhode Island Statewide Planning Program, *Economic Development Strategy*, State Guide Plan Element 211, Report Number 51 (Providence: Statewide Planning Program, 1986). This element has been superseded by the *Economic Development Policies and Plan* (same source, 2000).
3. Rhode Island Department of Administration, Division of Planning, *Land Use 2010: State Land Use Policies and Plan*, State Guide Plan Element 121, Report Number 64 (Providence: Division of Planning, 1989).
4. Rhode Island Department of Administration, Division of Planning, *Rhode Island Employment Forecasts, Year 2010 — The State, Cities and Towns, and Analysis Zones*, Technical Paper Number 127 (Providence: Division of Planning, 1987).
5. Gruen Gruen and Associates, *Employment and Parking in Suburban Business Parks: A Pilot Study* (Washington, D.C.: The Urban Land Institute, 1986).
6. Further investigation shows that use of a cross-industry average can lead to an underestimate, perhaps a *gross* underestimate, of future land requirements. If a new cross-industry average were calculated just among the six industrial groups listed in Table 212-02(01), it would be 51 — leading to a required estimate of only 4,275 acres. Clearly there is a danger in putting too much faith in cross-industry averages.
7. Statewide Planning's employment projections were based on data from the Department of Employment and Training and its successor agency, the Department of Labor and Training. The DET/DLT data consisted solely of private and public sector employment covered by the state's Employment Security Act. We also considered estimates based on *total* (not just "covered") employment by the Bureau of Economic Analysis (BEA), part of the U.S. Department of Commerce. The BEA included self-employment in its figures. The trends evident from covered employment data were identical to trends predicted by the BEA. The BEA's *totals* were higher, of course, having included self-employment. Using the BEA's numbers in our calculations to predict industrial land use in either 2015 or 2025 — as 2020 figures from the BEA were not available — would have yielded 16,283 or 16,407 acres, depending on the year selected.
8. These data (1996-99) are from the industrial land inventory compiled by the Statewide Planning Program as a part of this plan with the assistance of the 39 cities and towns.

9. Buttke, Carl H., *Using the ITE Trip Generation Report* (Washington, D.C.: Institute of Transportation Engineers, 1984).
10. Lochmoeller, Donald C., Dorothy A. Muncy, Oakleigh H. Thorne, Mark A. Viets, David F. Delaney, Nathaniel M. Griffin, and Frank H. Spink, Jr., *Industrial Development Handbook* (Washington, D.C.: Urban Land Institute, 1975).
11. R.I. Department of Administration, Division of Planning, *Industrial Land Use Plan*. State Guide Plan Element 212, Report No. 66 (Providence, R.I.: Division of Planning, 1990).
12. Mill buildings (or, more correctly, *certifiable* mill buildings) are defined this way in the legislation, R.I.G.L. 42-64.7-5: constructed prior to January 1, 1950; having at least two floors, excluding the basement; to be reused primarily for manufacturing or commercial purposes; 75 percent vacant for at least 24 months; and officially nominated by the municipality in which it is located.
13. Beyard, Michael D., Jane Buckwalter, Steven W. Fader, and Nadine Huff, *Business and Industrial Park Development Handbook* (Washington, D.C.: Urban Land Institute, 1988).
14. R.I. Department of Administration, Division of Planning, *Industrial Performance Standards: An Evaluation of Current Practices in Rhode Island*. Technical Paper No. 142 (Providence, R.I.: Division of Planning, 1992).
15. R.I. Economic Policy Council, *Meeting the Challenge of the New Economy*. Annual Review 1997 (Providence, R.I.: Economic Policy Council, 1997).
16. Salvesen, David, *Urban Land*, February 1996.
17. The President's Council on Sustainable Development reported in 1997 on four eco-industrial parks being designed in American communities: Baltimore, Md., Brownsville, Tex., Cape Charles, Va., and Chattanooga, Tenn. In Baltimore, the Fairfield Eco-industrial Park will have as its hub a resource recovery plant where waste tires will be removed and processed, and the steel cycled back to a Bethlehem Steel facility across the harbor. In Chattanooga, a 100-acre brownfield site will house a zero-emissions manufacturing zone, an urban ecology center, a community stadium, and an environmental technology complex. The report added that economic development practitioners in the Chattanooga area were exploring development options that include reclaiming other brownfield sites and establishing new eco-industrial parks "that pair manufacturing facilities in an almost symbiotic relationship."
18. Allen, David N., and Janet Hendrickson-Smith, *Planning and Implementing Small Business Incubators and Enterprise Support Networks* (University Park, Pa.: Pennsylvania State University, 1987).
19. Campbell, Candace, David Berge, James Janus, and Kevin Olsen, *Change Agents in the New Economy: Business Incubators and Economic Development*, Executive

Summary. Prepared for the Charles Stewart Mott Foundation (Minneapolis, Minn.: University of Minnesota, 1988).

20. Gillen, Lori, and James Breagy, *Innovative State and Local Economic Development Programs* (Washington, D.C.: National Council for Urban Economic Development, 1987).
21. Brown, Buck, "Business Incubators Suffer Growing Pains," *Wall Street Journal*, June 16, 1989.
22. R.I. Historical Preservation Commission, *Central Falls, Rhode Island*, Statewide Historical Preservation Report P-CF-1 (Providence, R.I.: R.I. Historical Preservation Commission, 1978).
23. R.I. Historical Preservation Commission, *Woonsocket, Rhode Island*, Statewide Historical Preservation Report P-W-1 (Providence, R.I.: R.I. Historical Preservation Commission, 1976).
24. The changes in the electric industry at this juncture are too recent to have established a record indicating whether the general tendency with deregulation, over a longer term, is for prices to go down or up.
25. Please refer to the *Rhode Island Energy Plan*, State Guide Plan Element 781, released by the Statewide Planning Program and the State Energy Office in March, 1997, for a list, including individual capacity in megawatts, of cogeneration facilities in Rhode Island. The *Energy Plan* is available from the Statewide Planning Program.
26. Satterthwaite, Mark, "Location Patterns of High-Growth Firms," *Economic Development Commentary*, Spring 1988.
27. Schmenner, Roger W., *Making Business Location Decisions* (Englewood Cliffs, N.J.: Prentice Hall, 1982).
28. Bamberger, Rita J., William A. Blazar, and George E. Peterson, *Infrastructure Support for Economic Development*, Planning Advisory Service Report No. 390 (Washington, D.C.: American Planning Association, 1985).
29. R.I. Department of Administration, Division of Planning, *Land Use Controls: A Working Paper for Land Use 2010*, Technical Paper No. 131 (Providence, R.I.: Division of Planning, 1987).
30. R.I. Department of Administration, Division of Planning, *State Guide Plan Overview*, Report No. 80 (as amended) (Providence, R.I.: Division of Planning, 1992).
31. Section 45-31-7, *Rhode Island General Laws*.
32. Section 45-31-8, *Rhode Island General Laws*.

33. Poirek, Erin M., "Rhode Island Plans to Expand Cleanup Program to New Sites," *Providence Business News*, February 10, 1997.
34. Anonymous, "EPA and HUD Increase Commitments to Brownfields Cleanup," *Economic Developments*, March 15, 1998. Additionally, the Federal Highway Administration (FHWA) has revised longstanding policy by actively encouraging transportation projects that include the use and redevelopment of brownfield sites, plus brownfield partnerships with HUD and the EPA.
35. Fitzpatrick, Mary, and Peter Tropper, *Tax Cuts for Business: Will They Help Distressed Areas?* (Washington, D.C.: Northeast-Midwest Institute, 1980).
36. U. S. Department of the Interior, National Park Service, Heritage Preservation Resources, *Preservation Tax Incentives for Historic Buildings* (Washington, D.C.: General Printing Office, 1996).
37. St. Sauveur, Jeffrey A., "Revitalizing Rhode Island's Mill Buildings," *Land Use and Environmental Law*, Winter/Spring 1997.
38. On the subject of the rehab credit in general, it is worth noting that highly specific federal or state tax breaks of this nature are popular in the communities because, at least according to some observers, there is a distinct trend away from local governments granting tax holidays. This is a reaction in no small part to the political difficulties posed in making up those revenue shortfalls with increased property taxes on residences and other businesses. Also, some cities and towns are wary of the state adopting a policy whereby local tax abatements are considered the cornerstone of industrial development. They fear a contest might develop among the communities as to who could provide the biggest break, rather than the best industrial sites.
39. Petersen, John E., and Ronald Forbes, *Innovative Capital Financing*, Public Advisory Service Report No. 392 (Chicago, Ill.: American Planning Association, 1985).
40. Congress of the United States, Congressional Budget Office, *Small Issue Industrial Revenue Bonds* (Washington, D.C.: U.S. Government Printing Office, 1981).
41. This program derives from the small-issue bond provisions of the Omnibus Budget Reconciliation Act of 1993. Under the program, interest on these bonds is excluded from the taxpayer's (lender's) income if at least 95 percent of the bonds' proceeds is used to finance manufacturing facilities.
42. *Consolidated Community Development Block Grant Regulations*.
43. City of Woonsocket, R.I., *Community Development Block Grant Entitlement Program, Year 6* (Woonsocket, R.I.: City of Woonsocket, 1989).
44. Anonymous, "HUD Examines Ways to Improve Role of CDBGs," *Economic Development*, August 1, 1989.

45. Copies of the *OEDP Update* may be obtained from Bruce Vild, Economic Development Planning Section, Statewide Planning Program, One Capitol Hill, Providence, RI 02908.
46. Oglesbee, Clay, "The Kemp Plan for Rebuilding the City," *The Christian Century*, April 5, 1989.
47. U.S. Department of Housing and Urban Development, Office of the Assistant Secretary for Community Planning and Development, Office of Program Analysis and Evaluation, *State-designated Enterprise Zones: Ten Case Studies* (Washington, D.C.: U.S. Government Printing Office, 1986).
48. Barros, Victor, personal communication.
49. Section 42-64.3-3, *Rhode Island General Laws*.
50. The wage differential credit is equal to 50 percent of wages paid to new employees of the zone business; the maximum credit per employee is \$10,000. The resident business owner credit is available to business owners who live and operate their businesses in an enterprise zone, taking the form of a modification to the adjusted gross income used to calculate their Rhode Island income tax. For the first three years of their participation, the maximum modification is \$50,000 annually; for the next two years, the maximum is \$25,000 annually.
51. U.S. Department of Commerce, Economic Development Administration, *Background Information: Bank CDCs and Economic Development* (Washington, D.C.: Economic Development Administration, 1988).
52. Rivers, Ben, "EDA Program to Organize Bank CDCs," *Economic Developments*, November 15, 1988.
53. Rhode Island Statewide Planning Program, *Industrial Land Banking in Rhode Island: Analysis and Recommendations*, Preliminary Draft (Providence, R.I.: Statewide Planning Program, 1983).
54. Prince William County Board of County Supervisors, "Creation of a Prince William County Economic Development Land Bank and Adoption of Governing Policies Thereof." Resolution of the Board of County Supervisors, undated.
55. Ostergaard, J. Robert, "The Cape Cod Land Bank: The Pros and Cons of an Open Space Proposal," *Cape Cod Life Online*, 1997.
56. Massachusetts Government Land Bank, *Annual Report 1983* (Boston, Mass.: Massachusetts Government Land Bank, 1983).

The "Head of the Harbor" project is an interesting example of how the MGLB acted "as both financier and private developer." It involved dredging the inner harbor in Gloucester, building a retaining wall, and constructing two large piers, an off-loading platform, and a work area. Providing "construction-ready" sites to

private developers facilitated the construction of processing plants to serve the commercial fishing industry.

57. Rhode Island Housing and Mortgage Finance Corporation, "Land Bank Program," *Program Bulletin #87-3*, March 27, 1987.
58. Grow Smart Rhode Island describes itself as "a network of non-profit organizations, businesses, government agencies, and concerned individuals." There are 35 organizations now affiliated with the group, ranging from the Rhode Island Wild Plant Society to the Urban League, and from the Nature Conservancy to the Providence Energy Corporation. The group's mission statement cites "...a special obligation to make sure that [Rhode Island's] cities are attractive, vibrant centers for business and residents and that the character of its rural areas remains intact."
59. Section 46-15.2-4, *Rhode Island General Laws*.
60. The Enterprise Zone Council consists of the Director of the EDC, representatives of the Urban League of Rhode Island and the R.I. League of Cities and Towns, and two members of the general public.
61. Tompros, Judy, "CUED Salutes 45 Programs for Innovative Approaches," *Economic Developments*, April 1, 1989.
62. Rhode Island Statewide Planning Program, *Land Zoned for Industrial Use: Inventory and Analysis*, Technical Paper No. 76 (Providence, R.I.: Statewide Planning Program, 1978).
63. Rhode Island Department of Employment and Training and its successor, the Rhode Island Department of Labor and Training data, 1987-1993, corroborated by subsequent DET/DLT reports and *Labor Market Information for Rhode Island Planners*.
64. This estimate is based on trends in wholesale and retail trade monitored by Statewide Planning staff (1985-1995 DET data).
65. The *Industrial Land Use Plan's* criteria for determining industrial sites of high potential do not consider the *size* or *configuration* of the parcels within them. Some sites have only scattered parcels of limited acreage available that may not be viable for all industrial uses. However, the sites do pass through the screen being used here, in that they do have public water and sewer, good transportation access, and an absence of environmental constraints.

The converse is also true. The presence of even localized environmental constraints, such as a floodplain or a wetland within a site, will stop that site from passing through the screen — even if it is a relatively large site with parcels available that avoid the constraining feature.

Our inventory gives us no way of dealing with sites on a parcel level, unless information about parcels was provided by the city or town as a sidebar. To keep

our database and inventory consistent from community to community, we have kept the level of analysis *sitewide* to determine overall development potential.

66. Woonsocket's 668 industrial-zoned acres are a significant decrease from what was recorded in the 1990 version of this plan (over 900 acres). The low proportion of industrial acres in non-industrial use at the present time makes it apparent that the "missing" industrial acreage from 1990 has been rezoned. This is also strongly suggested by the aforementioned "creative reuse" of vacant industrial properties over the years, which includes condominium residences, senior housing, and commercial space, as well as the Museum of Work and Culture.
67. All references to population projections in this and other Substate Growth Areas, unless otherwise noted, come from the Statewide Planning Program. The full citation is:

Rhode Island Statewide Planning Program, *Rhode Island Population Projections by Age, Sex, and Race 1995-2020 (Revised)*(Providence, R.I.: Statewide Planning Program, 1997).
68. O'Brien, John, personal communication.
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70. City of Newport and Newport County Chamber of Commerce, from their Overall Economic Development Program (OEDP) application (1998).
71. Maxwell, Kathryn, personal communication.
72. Gilstein, Robert W., personal communication.
73. Eva, Rosemary, personal communication.
74. Hess, Nancy, personal communication.
75. Collins, Clarkson A., personal communication.
76. Levin, Michael B., "Brownfields Redevelopment: 1990s Success Story," *New England Developments*, Winter 1999.
77. Ackerman, Jerry, "A Glimpse into a Brownfields Showcase Community: The Woonasquatucket River Greenway Project," *VHB Siteworks*, Vol. 1, No. 4, September 1998.
78. Crawley, Kathleen, personal communication.
79. Lachowicz, Anthony W., personal communication.
80. Cohen, Marilyn F., personal communication.

81. Murray, L. Vincent, personal communication.
82. Town of South Kingstown, "Route 1 Special Management District," Comprehensive Economic Development Strategy Application, 1999.
83. Ionata, Dante, personal communication.
84. Anonymous, "Fleet Community Development Corporation," from the Web site <http://www.fleet.com/afcpvcv.html>.
85. Section 42-64-13.1, *Rhode Island General Laws*.
86. Goff, Raymond, personal communication.
97. A cogeneration plant, for example, could form the basis of an eco-industrial park if its waste steam is used for heating. See also the note at #17.
98. Anonymous, "Warwick Station Redevelopment District Master Plan."
99. Section 42-64-13.1, *Rhode Island General Laws*.
90. Sheehan, John, personal communication.
91. Rhode Island Statewide Planning Program, *Rhode Island Comprehensive Economic Development Strategy Annual Report*, July 1999 (Providence, RI: Statewide Planning Program, 1999).
92. The Census data date back to 1989 and, at this writing, are the most recent available. As these data predate the entire enterprise zone program and not just the employment credit for hiring zone residents, the program's performance cannot be determined from these figures. They can only serve as a benchmark.
93. Aina, Justin, personal communication.
94. Costello, Bethany, "Ocean Technology Center Helps Companies Develop," *Providence Business News*, October 25-31, 1999.
95. Section 23-19.14-9, *Rhode Island General Laws*. The tire site remediation account was established for the cleanup of waste tires in dumps, as the name suggests. See Sections 23-63-4.1 and 23-63-4.2, *R.I.G.L.*
96. Section 308.3(c)(2), U.S. Department of Commerce, Economic Development Administration, *Regulations Revised to Implement Public Law 105-393*.
97. Anonymous, "Fleet Provides \$5 Million to Local Initiatives Support Corporation; Rural and Urban Communities throughout Fleet Footprint to Benefit," from the Web site <http://www.fleet.com/aficonpr5m.html>.
98. Trapani, Katherine, personal communication.

99. Greenwood, Richard E., personal communication.
100. Griffith, Robert, personal communication.
101. Whitaker, Lee, personal communication.
102. Rhode Island Statewide Planning Program, *Economic Development Policies and Plan*, State Guide Plan Element 211, Report Number 99 (Providence: Statewide Planning Program, 2000).
103. In June, 2000, legislation was passed in the R.I. General Assembly that mandates the creation of a building code specifically tailored to historic buildings. The idea is to preserve the character and architectural integrity of these buildings without compromising safety, thereby encouraging their renovation and reuse.
104. The terms "Substate Employment Growth Area," "Substate Growth Area," and "substate area" are all used interchangeably.